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Concerned
in this 27 July 70
JH

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27 July 1970

MEMORANDUM FOR: Historical Officer, Office of Finance

FROM : Support Services Historical Officer

SUBJECT : Review of Office of Finance History through 1966

1. The report in question does give the reader some appreciation of the role played by the Office of Finance in the development of the Agency. It does, however, present an inadequate picture of the role of one of the major support components. The inadequacies result in part from the format and in part from substantive weaknesses. These are spelled out below.

2. Format

a. Delete parts - call chapters - number pages continuously.

b. Number references continuously and prepare one list of references.

c. Pull source references out of text and add to list of references or use as footnotes.

d. The system of Appendixes to Appendixes and Attachments or Exhibits in addition to Appendixes must go. Have text with necessary charts or tables included as part of text at appropriate point of reference. Then have one sequentially lettered (or numbered) set of Appendixes.

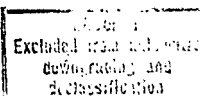
3. Appendixes

a. Documents are generally o.k. for inclusion as Appendixes.

b. The charts should, in some instances, be pulled from Appendix and put in text. Also some charts now used as "Exhibits" or "Attachments" to text should be pulled into text at appropriate point.

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c. The Appendixes which are, in fact, segments of the Office history are generally unsatisfactory; and certainly they are unsuitable for Appendixes. In several cases, particularly useful information to the overall history has been given "second billing." Also, the Appendixes suffer from lack of documentation; they are frequently repetitious, either internally or with respect to other Appendixes; and several are so focused on the nuts, bolts, and hardware of job routines and forms that they have a negative impact on the thread of the story.

d. In some instances, I have rather thoroughly edited Appendixes, but the intent is to indicate the kinds of problems that should be recognized when fitting the particular Appendix into the text. Others, I have simply suggested be dropped completely; or else the message should be refined into a paragraph or two for use in the text.

4. Text

a. My basic objection after having pondered this report--and I had to read and re-read because of the heavy employment (usually necessary, however) of Finance jargon--is that I'm not really sure that even a cleaned up version of this paper would do justice to the work of OF.

b. The fact that OF keeps records by the jillions, successfully faced the problem posed by keeping track of covert and overt funds, does payroll in all of its modifications, and has moved from manual to various types of advanced equipment is easily grasped.

c. It appears to me, however, that one of the principal OF functions--preparation of the annual financial reports of the Agency--has been sloughed off with cavalier disregard. Mention of these annual reports is limited to a general paragraph on p. 19 of Appendix L. It appears from the brief description, however, that these volumes require thought, care, and much effort. Certainly they serve a select audience! Something more specific about these reports will have to be incorporated into your text.

d. Have the annual financial reports been used as a vehicle for noting problem areas? If so, illustrate; and, also, note the solutions which may have been evolved in response to any such problems.

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e. The whole effort suffers from the attempt to cover each and every activity which has appeared on an organization chart and the effect is very choppy. Perhaps the inclusion of some of the materials from the Appendixes (per my suggestions) will tend to smooth out some of the rougher areas.

f. I suggest that Part I be deleted, except for the use of a Forward as I have indicated.



5. I have noted corrections directly on the copy in many instances, and more specific comments and questions are given in the attached pages. Naturally, as there are incorporations of material from the Appendixes into the text, some of the questions may automatically be answered.

6. After you have had an opportunity to review this, I'll be happy to discuss any remaining questions.



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